



# **ORGANIZATIONAL DEVELOPMENT 2018-2019 Grant Guidelines & Application Instructions**

***Deadline: December 5, 2018 11:59 PM***



The mission of the California Arts Council, a state agency,  
is to advance California through the arts and creativity.

Learn more at [www.arts.ca.gov](http://www.arts.ca.gov)

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## **California Arts Council**



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### **Programs Officer**

Shelly Gilbride, PhD

### **Address**

1300 I Street, Suite 930  
Sacramento, CA 95814

(916) 322-6555  
Toll Free: (800) 201-6201  
FAX: (916) 322-6575

[www.arts.ca.gov](http://www.arts.ca.gov)

### **Office Hours**

8:00 AM - 5:00 PM  
Monday through Friday

**Purpose:** The California Arts Council (CAC), a state agency, was established in January 1976 to encourage artistic awareness, participation, and expression; to help independent local groups develop their own arts programs; to promote employment of artists and those skilled in crafts in the public and private sector; and to enlist the aid of all state agencies in the task of ensuring the fullest expression of our artistic potential.

**The Council:** The appointed Council of the CAC consists of 11 members who serve staggered terms. The Governor appoints nine members, the assembly Speaker appoints one member, and the Senate President pro Tempore appoints one member. Council members serve without salary, elect their own officers, and meet throughout the state to encourage public attendance. This body sets policy and has final approval of CAC grants.

**Mission:** Advancing California through the arts and creativity.

**Vision:** The CAC envisions a California where the lives of all Californians are enriched by access to and participation in a diverse spectrum of arts and cultural experiences and the arts ecosystem reflects contributions from all of California's diverse populations.

**Funding:** The CAC is a state agency, funded from the state's annual budget process and proceeds from the California Arts License Plate and the Keep Arts in Schools tax return voluntary contribution fund, supplemented by funds from the National Endowment for the Arts. Its grants are usually matched by foundations, individuals, earned income, government agencies, or other organizations.

**Information Access:** Due to the Public Records and Open Meeting Acts, applications and their attachments are not confidential and may be requested by the media and/or public. Meeting dates and locations are posted at [www.arts.ca.gov](http://www.arts.ca.gov). Observers may attend but may not participate in, or in any way interfere with, Council meetings. Each meeting provides a designated time for public comment, although comments may be time-limited.

**Grant Process:** Applications are evaluated by panels of experts, recognized in their respective fields, who rank applications according to program criteria. The CAC staff provides information but not recommendations to the panel. The Council reviews panel recommendations before making final funding decisions. CAC staff is responsible for grant contract administration after Council approval. In dire or unexpected circumstances, CAC reserves the right to make exceptions to any policy or procedure on a case-by-case basis.

**Requirements:** The CAC is mandated both by federal and state regulations to fund only organizations that have proof of nonprofit status under sec. 501(c)(3) of the Internal Revenue Code (Fiscal Receivers are eligible in some programs), or under sec. 23701d of the California Revenue and Taxations Code, or entities that are a unit of government; and that comply with the Civil Rights Acts of 1964, as amended; sec. 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975; the Drug-Free Workplace Act of 1988; California Government Code secs. 11135-11139.5 (barring discrimination); the Fair Labor Standards Act, as defined by the Secretary of Labor in part 505 of title 29 of the Code of Federal Regulation; the Americans With Disabilities Act of 1990 ("ADA"); the Fair Employment and Housing Act; and the Personal Responsibility and Work Opportunity Reconciliation Act of 1996.

**Ownership, Copyrights, Royalties, Credit:** The CAC does not claim ownership, copyrights, royalties, or other claim to artwork produced as a result of a CAC grant. However, the CAC reserves the right to reproduce and use such material for official, noncommercial purpose, including but not limited to use on the CAC website, social media and print materials. In addition, the CAC requires documentation of grants activity, and appropriate credit for CAC partial support.

## ORGANIZATIONAL DEVELOPMENT

### 2018-19 GRANT GUIDELINES

**DEADLINE: December 5, 2018 11:59 PM**

Apply at [calartscouncil.smartsimple.com](http://calartscouncil.smartsimple.com)

**Up to \$5,000**

**Grant Activity Period: 6/1/2019-5/31/2020**



### **Background and Purpose**

The **Organizational Development (OD)** grant program advances California through the arts and creativity by providing practical services and resources to arts organizations. This program is rooted in the California Arts Council's (CAC) belief that best practices, quality research, and emerging models inform our work to provide the highest quality of service to Californians and their communities.

The purpose of the OD grant is to fund consulting services to build arts and cultural organizations' capacity for sustainability and success.

Examples of consultant activities may include:

- Audits
- Earned income strategies
- Financial management and budgeting
- Strategic planning
- Board development
- Public relations
- Program evaluation
- Software implementation
- Web design

### **Eligibility**

- The applicant must be a California-based nonprofit arts organization or arts-based unit of government.
- All applicant organizations must be consistently engaged in arts programs and/or services for two years prior to the application deadline.
- All applicant organizations must have a principal place of business in California.
- The applicant must demonstrate proof of nonprofit status under section 501(c)(3) of the Internal Revenue Code, or section 23701d of the California Revenue and Taxation Code, or must be a unit of government, including California Native or Indigenous tribal governments.
  - **Fiscal Sponsors:** An applicant without nonprofit status may use a California-based Fiscal Sponsor with a federal 501(c)(3) designation to conduct work on a not-for-profit project. The Fiscal Sponsor will provide the fiscal and administrative services needed to complete the grant. **If a grant is awarded, the Fiscal Sponsor becomes the legal contractor.** The Fiscal Sponsor must also demonstrate consistent arts services or programming in California for a minimum of two years prior to the application deadline. See additional information on the use of [CAC Fiscal Sponsors](#).

- Applicants using Fiscal Sponsors must submit all required materials for the Fiscal Sponsor at the time of application.
- All applicants must submit all required application materials and information at the time of submission. Incomplete applications are ineligible and will not be reviewed by the panel. Please see Application Instructions for all required materials and information.

### **Program Goals**

Projects should address the following Organizational Development program goals:

- Increase access to best practices in nonprofit and public sector management.
- Strengthen the operations of the applicant organization.

### **Project Requirements**

- The applicant must develop and complete a project addressing the program's purpose by May 31, 2020. All activities to be funded by the CAC must occur within the Grant Activity Period (see Timeline).
- Consulting services must be related to a new project that is achievable within the Grant Activity Period.
- The hired consultant must be from outside the applicant organization. If proposing to hire an out-of-state consultant, a strong justification must be made.
- Consultant activities must demonstrate long-term impact on the applicant organization.
- A signed Letter of Agreement from the consultant and the applicant organization's leadership confirming intention to work together is required.
- The consultant's résumé or detailed consulting history and a list of consultant's past and/or current clients is required.
- **Accessibility:** The CAC is committed to making the arts accessible and inclusive for all Californians. All CAC-funded programs, services, information, and buildings and facilities where funded activities take place must be accessible. Please see Page 3: Requirements for more information.

### **Eligible Request Amounts**

- Applicant organizations can request up to \$5,000.
- The total request for the Organizational Development program cannot exceed 50% of an organization's total operating revenue from the last completed fiscal year.

### **Funding Restrictions**

- **Funding may not be used for staff salaries.**
- The total of all application requests in FY18-19 cannot exceed 50% of an organization's total operating revenue from the last completed fiscal year. If applying for one or more CAC grants in a grant cycle, the total amount requested cannot exceed 50% of what is reflected in the organization's Total Operating Revenue field.
- Applicants to this program are not restricted from applying for and receiving additional CAC program grants as long as those funds are used for different

projects and purposes. To meet this criterion, applicants must demonstrate that projects:

- Serve primarily different groups of people
- Take place in different spaces, times, and/or contexts
- Achieve fundamentally distinct programmatic outcomes
- The award may not be used to supplant state-funded expenses.

### **Matching Funds**

Matching funds are not required for this grant.

### **What the CAC Does Not Fund**

- Individuals (as applicants)
- Hospitality or food costs
- State agencies (as applicants)
- Federal agencies (as applicants)
- Non-arts organizations not involved in arts activities (as applicants)
- For-profit organizations (as applicants)
- Former grantee organizations not in compliance with CAC grant requirements (as stipulated in grant agreement)
- Fundraising activities or services such as annual campaigns, fundraising events, or grant writing
- Programs or services intended for private use, or for use by restricted membership
- Projects with religious purposes
- Operational, administrative or indirect costs of schools, colleges, or universities, or any activities that are part of the curricular base of these institutions
- Trusts, endowment funds or investments
- Capital outlay, including construction projects or purchase of land and buildings
- Equipment
- Debt repayment
- Out-of-state travel
- Expenses incurred before the start date or after the ending date of the grant activity period
- Lobbying activities that are intended to influence the actions, policies, or decisions of government officials or specific legislation

### **Application Process**

Applications will be available online through the CAC's online grants management system at [calartscouncil.smartsimple.com](http://calartscouncil.smartsimple.com). Only applications submitted through the system by the deadline will be accepted. More information can be found on the [Application Resources page](#) of the CAC website.

### **Review Criteria**

The CAC staff review panel will evaluate applications based on the following criteria:

- **Project Design and Implementation:**
  - Strength of proposed activity indicating a realistic timeline, appropriate budget, clear objectives, and achievable outcomes.

- Relevance of the proposed activity to the organization's development and sustainability.
- Strength of methods to measure success and document activities.
- **Professional Merit:**
  - Strength of the consultant's skills, expertise, and experiences that relate to the proposed outcomes of the project.
  - Degree to which the consultant demonstrates ability to successfully complete the proposed consulting service.
  - Justification for using selected consultant.
- **Organizational Impact:**
  - Degree to which activity processes and goals are appropriate to the organization.
  - Degree to which the activity demonstrates the long-term impact and benefits of the activity on the organization.

### **Staff Panel Evaluation Process**

A CAC staff review panel will assess all applications and will recommend grants for applicants that strongly meet the review criteria. The staff panel's review of applications and required documents is a multi-step process and involves assigning applications as "Fund" or "Not Fund." Given the increased competitiveness of the grant program, priority may be given to applicants that:

- Operate with budgets of \$500,000 or under
- Did not receive an Organizational Development grant in FY17-18

<b>Fund</b>	Strongly meets all of the review criteria
<b>Not Fund</b>	Does not meet the majority of the review criteria in a significant manner or proposal is ineligible

### **California Arts Council Decision-making**

The final authority for grant decisions is the appointed Council. After receiving and reviewing the staff panel's recommendations, the Council will consider the panel's recommendations and make final funding decisions at a public meeting.

If approved by the Council for support, grant amounts may differ from the request amount due to ineligible line-item requests or the level of funding available to the program.

Should a grant award be made for an amount less than the request amount, the applicant will be required to agree to complete what is described in the application with a lesser grant award than the original request in the grant contract. CAC staff is responsible for grant contract administration after Council approval.

### **Timeline**

<b>December 5, 2018 11:59 PM</b>	<b>Application deadline (online)</b>
May 2019	Funding decisions
May 2019	Funding notifications
June 1, 2019 – May 31, 2020	Grant Activity Period
June 30, 2020	Final Report deadline

### **Grantee Requirements**

Grantees must comply with all requirements as stipulated in the grant agreement including but not limited to the following:

- Grantees are required to carry out activities consistent with the application approved for funding. Requests to make changes to funded activities require prior written approval from CAC staff. Requests for changes are considered on a case-by-case basis; approval is not guaranteed.
- To better inform our elected representatives as to the value of the arts and the use of state funds, you will be expected to include—with your approved grant agreement—photocopies of signed letters that you have sent to the Governor and your State Senate and Assembly representatives thanking them for your grant.
- Use the CAC logo on all printed, electronic materials and websites (programs, catalogs, postcards, posters, newsletters, leaflets, publications, etc.) that specifically reference this grant.
- Credit the CAC on all printed and electronic materials: *“This activity is funded in part by the California Arts Council, a state agency.”*
- Reports summarizing grant-funded activities and accomplishments will be required.

### **Appeal Process**

Appeals to CAC funding decisions must be submitted on an official Appeal Form, available from the CAC, and postmarked within 45 days of the decision. Appeals are granted only on the following grounds:

1. Panel’s assessment was based on a misstatement of factual information as contained in the application such that it negatively influenced the panel’s recommendation; and/or
2. Incorrect processing of the required application material such that it negatively influenced the panel’s assessment of the applicant’s request for funding.

**Note:** Dissatisfaction with award denial or with award amount is not grounds for appeal.

### **Staff Assistance**

CAC staff is available to offer guidance and clarification in preparing your proposal. We recommend that you contact staff well in advance of the deadline to ensure you can be accommodated. People who are Deaf, Hard of Hearing, have difficulty speaking, or who are Deaf Blind may dial 711 to reach the California Relay Service (CRS). Large print is available upon request.

**Hilary Amnah, Arts Program Specialist**

[hilary.amnah@art.ca.gov](mailto:hilary.amnah@art.ca.gov)

(916) 322-6502



**FY18-19  
ORGANIZATIONAL DEVELOPMENT  
Grant Application Instructions**

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*Application Instructions*

**DEADLINE: December 5, 2018 by 11:59 PM**

All grant applications must be submitted in the California Arts Councils online grants management system, [calartscouncil.smartsimple.com](http://calartscouncil.smartsimple.com).

Please refer to [CAC Registration Information](#) for additional guidance.

Please have the following information and documentation prepared prior to beginning your registration:

- Applicant Organization Federal EIN (or that of Fiscal Sponsor, if applicable)
- Applicant Organization DUNS Number (or that of Fiscal Sponsor, if applicable), obtainable from the [Dun and Bradstreet Request Service](#) website
- Applicant Organization contact information, including business address, mailing address (if different), county name, phone and fax number (if available), and website
- Number of years Applicant Organization has engaged in arts programming
- Year Applicant Organization began arts programs and/or services
- Organizational mission statement and purpose
- Brief summary of Applicant Organization's core programs and services

**Application Checklist:**

**Required Support Materials:**

- Letter of Agreement: Provide a joint Letter of Agreement signed by both the consultant and organizational leadership. This letter should confirm the intention of working together, if awarded CAC funds.
- Consulting History: Provide consultant's resume or detailed consulting history and organizational overview. Include a list of consultant's past and/or current clients.
- Payee Data Record (STD 204)

**Required Support Materials for Fiscally Sponsored Applications:**

- Legal name of Fiscal Sponsor Organization
- Fiscal Sponsor Organization Federal EIN
- Fiscal Sponsor Organization DUNS Number
- Fiscal Sponsor Organization executive leader's name, phone number, and email
- Fiscal Sponsor Organization mailing address
- Number of years the Fiscal Sponsor Organization has been engaged in arts programming and/or services

- A brief description of the history of the Fiscal Sponsor Organization's arts programming and/or services
- An IRS 990, 990-EZ or 990-PF form for the Fiscal Sponsor Organization; no other types of 990 forms will be accepted
- A Letter of Agreement between the Applicant Organization and the Fiscal Sponsor Organization confirming their understanding of and compliance with the [CAC Fiscal Sponsor Policy](#)
- Payee Data Record (STD 204)

Please refer to the [CAC Fiscal Sponsor Policy](#) for additional information.

### **Application Questions:**

The following questions will be asked on the application:

#### **Narrative Questions:**

- Provide a brief description of the consulting service(s) to be provided. *This project must be a new project, and not a continuation of current work. (1000 characters)*
- What are the nonprofit/public sector best practices and/or operational processes to be gained from the consulting service? What are the objectives and anticipated outcomes of the project? *(2000 characters)*
- Provide a brief description of why this specific consultant or consulting organization has been selected. *The consultant must be from outside the application organization. If proposing to hire an out-of-state consultant, a strong justification must be made. (1000 characters)*
- Describe how the consultant activity/activities will demonstrate long-term impact on the applicant organization. *(1000 characters)*
- Describe efforts to ensure accessibility and inclusion. Consider both personnel and participants, where applicable. *(1500 characters)*

### **Budget Tables:**

You will be required to submit a line-item project budget. Please refer to What the CAC Does Not Fund within the program guidelines to ensure that all line items are eligible expenses.

**3-Year Budget Snapshot:** Applicants must provide a Statement of Financial Activities (revenue and expenses) for three years. Revenue and expenses are asked for Prior, Current, and Projected Fiscal Years (FY). Budget Notes must be provided for any noticeable increases or decreases (surplus or deficits) in line items from one year to the next.

### **Application Assessment:**

Panelists may consider any aspect of an application when ranking for each review criteria, including but not limited to the Areas of Assessment indicated below.

### Review Criteria #1: Project Design and Implementation

#### Areas of Assessment:

- Narrative questions
- Letter of agreement
- Project budget

### Review Criteria #2: Professional Merit

#### Areas of Assessment:

- Narrative questions
- Consulting history

### Review Criteria #3: Organizational Impact

#### Areas of Assessment:

- Narrative questions
- 3-year budget snapshot